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## LESSON 11

### SUSTAINING THE MEF

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*Articles of provision are not to be trifled with, or left to chance; and there is nothing more clear than that the subsistence of the troops must be certain upon the proposed service, or the service must be relinquished.*

-- Wellington  
*Dispatch, 18 Feb 1801*

*Supply cannot be achieved without command.*

-- Winston Churchill  
*Memorandum, 6 Jun 1935*

*The object of logistics is maximum sustained combat effectiveness.*

-- RADM Henry E. Eccles  
U.S. Navy, Retired

*I don't know what the hell this "logistic" is that Marshall is always talking about, but I want some of it.*

-- E.J. King  
*To a Staff Officer, 1942*

*Mobility is the true test of a supply system.*

-- B.H. Liddell Hart  
*Thought on War, 1944*

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# Introduction

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## Purpose

This lesson

- Introduces MAGTF CSS organization, capabilities, and limitations
  - Covers the seven principles of logistics/CSS and how they relate to sustaining the MAGTF
  - Examines the relationship between the Force Service Support Group (FSSG) and the MEF
  - Discusses the major considerations in task-organizing CSS organizations
  - Explains how the Marine Corps is organized to plan, execute, sustain, and train for joint and multinational operations
  - Covers the six functional areas of logistics
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## Why Study MEF Logistics?

For much of human history, armies have had little need for logistical support. They carried weapons and never needed a resupply of ammunition. Their horses and other animals found their own forage. The men themselves usually found enough food as they moved through the countryside.

No modern military force can, however, function very long without a steady supply of the sinews of war. Advances in technology and organization have made modern military forces more powerful and lethal than ever before. These advances have also made today's military absolutely dependent on Constant logistical support.

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## MEF

This is especially true in the case of highly mobile forces such as the MEF. The MEF simply cannot accomplish its mission unless the logistical support is up to the task. Planners and commanders must not only know organizational capabilities and limitations, but must also thoroughly understand the nature of the logistics environment in which the battle will be fought to provide effective support.

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## Introduction, Continued

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**Relationship  
to Other  
Instruction**

This lesson builds on the concept of the single battle with focus upon logistical considerations. It centers on the importance of integrating and synchronizing logistical/CSS supporting activities with the other operational functions across the entire battlespace. It provides a lead-in to *Joint and Multinational Operations* (8806).

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**Study Time**

This lesson, including the issues for consideration, will require about 5 hours of study.

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## Educational Objectives

<b>Logistics Organization and Capabilities</b>	Comprehend the logistics and CSS organization, capabilities and limitations of the MAGTF and other service logistics and CSS organizations. [JPME 1(a)]
<b>Principles of Logistics</b>	Understand the seven principles of logistics/CSS and how they relate to sustaining the MAGTF.
<b>Relationships</b>	Comprehend the relationship between the FSSG and other MEF and theater logistics organizations. [JPME 3(a) and 3(c)]
<b>Task-organizing CSS</b>	Understand the major considerations in task-organizing CSS organizations.
<b>Joint and Multinational Operations</b>	Comprehend how the Marine Corps is organized to plan, execute, sustain, and train for joint and multinational operations. [JPME 1(e)]
<b>Functional Areas</b>	Understand the six functional areas of logistics. [JPME 2(a)]
<b>JPME Areas/ Objectives/Hours (accounting data)</b>	1/a/.5 1/e/.5 2/a/.3 3/a/.5 3/c/.2

## Discussion

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### Definition of Logistics

*The Official Dictionary of Military Terms*, 2nd edition, 1992, defines **logistics** as the science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations include:

- Design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel
  - Movement, evacuation, and hospitalization of personnel
  - Acquisition or construction, maintenance, operation, and disposition
  - Acquisition or furnishing of services
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### Definition of Logistics Preparation of the Battlefield

**Logistics preparation of the battlefield** is defined as a systematic, continuous process for analyzing the threat and environment to ensure continuing sustainment of operations throughout the battlespace. The analysis should include the following:

- Define the battlefield environment
  - Describe the battlefield's effects
  - Evaluate the threat
  - Evaluate the concept of operations
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### Components of Logistics Preparation of the Battlefield

Learn what the components of logistics preparation of the battlefield have to do with your role as a CSS commander. The components are listed below:

- Resources
  - Capabilities
  - Capacities
  - Requirements
  - Intelligence
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## Discussion, Continued

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**MAGTF  
Commander's  
Critical Concern**

You, as the MAGTF commander, are critically concerned with sustaining your force within the theater of operations and the degree of flexibility you may gain or lose based on the presence or absence of other theater sustainment agencies (logistics). You are no less concerned at the tactical level with the capabilities and limitations within the MAGTF to support and provide sustainment to MAGTF operations (combat service support).

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**Commander's  
Logistics  
Preparation of  
the Battlefield**

To ensure a seamless connection between theater logistics and tactical CSS, both in planning and execution, you and your logisticians must see, understand, and where possible, shape the battlespace. As the commander, you need a sound appreciation for the logistical characteristics of battlespace and what it offers or denies the force. It enables you and logistic planners to organize or prepare logistics and CSS assets to support and sustain operations. This process is referred to as the commander's "logistics preparation of the battlefield."

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**At the  
MEF  
Level**

At the MEF level, the CSSE tasked with providing CSS to the force is the FSSG. Although its subordinate battalions are organized along functional lines (motor transport, supply, maintenance, etc.), the FSSG possesses an unmatched flexibility to task-organize, equip, and control CSS units to provide effective CSS.

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**Relationship  
with FSSG**

As the senior CSS organization, the FSSG works closely with the Marine Wing Support Group (MWSG) and Division G-4 to coordinate CSS and provide required augmentation from the FSSG. Although there are significant capabilities within the FSSG and MWSG, these organizations cannot provide effective support unless logistic planners understand the full scope of their mission and appropriately organize, equip, and task-organize CSS elements.

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## Discussion, Continued

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**METT-TS-L** Include METT-TS-L in your CSS planning. If you don't remember the definition for each word in the acronym, research it in your required readings.

- Mission
  - Enemy
  - Terrain (capabilities and capacities)
  - Troops and equipment (resources and requirements)
  - Time-space (how much time to go and how far)
  - Logistics (sustainment and concept of logistics/CSS)
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**Further Considerations** The following areas are covered in more detail in the required reading of FMFRP 1-11, *Fleet Marine Force Organization 1992*, concerning logistics preparation of the battlefield:

- Logistics/CSS concepts
  - Logistics/CSS plans
  - Task-organization and missions
  - CSS organizations
  - Permanent (FSSG, MWSG, Marine Aviation Logistics Squadron, [MALS])
  - Task-organized (Combat Service Support Detachment [CSSD], MEU Combat Service Support Detachment [MCSSD], MEU Service Support Group [MSSG], CSSE, FSSG[FWD])
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**Logistics/CSS Concepts** The concept of logistics is paragraph 4a in the MAGTF Operation Order. It is a broad statement of the essential logistics and CSS tasks involved in supporting the concept of operations. The concept of logistics is the basic unifying foundation for subsequent development of detailed logistic and CSS plans and orders by the MAGTF elements.

**Note:** For more information, read FMFM 4-1, Chapter 6, p. 6-2.

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## Discussion, Continued

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### Logistics/CSS Plans

You must constantly plan and anticipate requirements for your operation. Elements you must include in your plan are

- Mission
- Concept of operations
- Forces
- Theater characteristics
- Intensity of operations
- Timing and duration
- Functions of operational logistics/CSS

**Note:** For more information, read FMFM 4-1, Chapter 5, pp. 5-9 to 5-16.

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### Task- Organization

Task-organization is a qualitative and quantitative process used to best structure assets to support a specific mission and concept of operations. You will use task-organization as your primary tool for allocating and controlling your capabilities. Consider the following:

- It provides support beyond organic capabilities
  - Its assets are tailored to support unit requirements (what are these requirements?)
  - Trade-offs (what are they?)
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### Task Missions

From your readings, determine what standard and nonstandard missions include, and then determine

- Degree of control
  - Responsibilities
  - Priority of support
  - Whether it's operational control (OPCON) or attached
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## Discussion, Continued

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### **Functional Areas**

Study the six broad functional areas of logistics (which comprise the tactical level of logistics) and their activities so you'll know who to call on when you run into difficulties or need something from their area of responsibility. In a crisis, you will not have time to research who is responsible for these different areas; you must know immediately who to call for support. These major categories provide a basis for an integrated, analytical approach to the process of planning and executing logistic support operations, focus on the readiness and sustainability aspects of military capacity and include

- Supply systems
- Maintenance
- Transportation
- General engineering
- Health services
- Miscellaneous services

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### **Principles of Logistics**

There are seven principles of logistics that you must know to use logistical capabilities effectively and efficiently. These principles are the essence of the basic concept of support. Look for more details in your readings. They are

- Responsiveness
- Simplicity
- Flexibility
- Economy
- Attainability
- Sustainability
- Survivability

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## Discussion, Continued

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### **Key Considerations**

Key considerations that guide the task-organization of CSS assets to support a MEF concept of operations include

- Standard (or nonstandard) missions assigned
- Command relationships

Consider the following when studying the key considerations:

- Determine which is more effective for support: a permanent CSS structure or a temporary, task-organized unit (CSSD, MCSSD, Helicopter Landing Support Team [HST], Landing Force Support Party [LFSP], etc.).
  - What does the mission of the supporting CSSD and requirements of the supported unit govern?
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## Required Readings

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### ***FM/FMFRP Readings***

- FMFRP 1-11, *Fleet Marine Force Organization 1992*, chapter 6, "Force Service Support Group," pp. 6-1 to 6-5 and chapter 8, "NCF Units Assigned to the MAGTF Under the TOR Agreement," pp. 8-1 to 8-10. Find this reading in the *FM/FMFRP Readings* (8800), pp. 131 to 146.
- Chapter 6 guides you through the role of the FSSG and CSSE. It covers the FSSG CE's mission, tasks, organization, employment, administrative capability, and logistic capabilities. This reading provides a good introduction for CSS.
- Chapter 8 focuses on CSS capabilities in Naval Construction Force organizations normally assigned to support MAGTF operations.
- FMFRP 12-14, *Logistics in the National Defense*, Chapter 12, "Logistic Discipline." Find this reading in the *FM/FMFRP Readings* (8800), pp. 223 to 233. Chapter 12 describes logistic discipline as playing a key role in peace or wartime. From your reading, determine how logistic discipline can be increased.

### ***Joint Pub Readings***

Joint Pub 4-0, *Doctrine for Logistic Support for Joint Operations*, chapter I, "Authorities and Responsibilities for Logistic Operations," pp. I-1 to I-13 and chapter II, "Logistic Principles and Considerations," pp. II-1 to II-9. Find this reading in the *Joint Pub Readings* Vol. III (8800), pp. 951 to 972.

- Chapter I offers a good foundation of logistics in general, including a good discussion of the six basic functional areas, logistic levels, joint support responsibilities and requirements, multinational logistic support responsibilities and requirements, elements of the logistic process, and logistic support responsibilities.
- Chapter II goes into detail about the principles of logistics that complement the principles of war.

### ***MCDP-4, Logistics***

MCDP-4, *Logistics*, Chapter 2, "Logistics Theory," pp. 32 to 78. This chapter includes a short historical perspective on logistics development, the current logistics process, its functional areas, levels, and the logistic process to enable you, as the CSS commander, to plan. To properly plan, you need to know what you can and cannot do in the area of logistics.

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## Required Readings, Continued

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### ***FMFM Readings***

FMFM 4-1, *Combat Service Support Operations*, chapter 2, "Relationships, Organization, and Responsibilities for MAGTF CSS," pp. 2-1 to 2-6 and chapter 4, "Missions for Combat Service Support Units," pp. 4-1 to 4-7. Find this reading in the *FMFM Readings* (8800), pp. 247 to 259.

- Chapter 2 guides you in CSS responsibilities, relationships, and structure which is the heart of what you need to know as a commander.
  - Chapter 4 covers your responsibilities as CSS commander.
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### ***The Marine Air- Ground Task Force (MAGTF) Readings***

Brabham, James A., MajGen, USMC. "Operational Logistics: Defining the Art of the Possible." *Marine Corps Gazette*, April 1994, pp. 26 to 31. Find this reading in the *The Marine Air-Ground Task Force (MAGTF) Readings*, Annex G, pp. G-3 to G-8. This article provides some real-life instances of the role logistics played in recent MOOTW actions (Operations *Desert Shield* and *Desert Storm*). Also, it discusses some lessons learned concerning the logistics focus of effort and points out how important it will be during the "next call for our nation's legions."

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## For Further Study

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### Supplemental Readings

The readings listed are **not** required. They are provided as recommended sources of additional information about topics in this lesson that may interest you. They will increase your knowledge and augment your understanding of this lesson.

- FMFRP 1-11, *Fleet Marine Force Organization 1992*, chapter 6, "Force Service Support Group," pp. 6-5 to 6-88 and chapter 8, "NCF Units Assigned to the MAGTF Under the TOR Agreement," pp. 8-1 to 8-10.
  - FMFM 4-1, *Combat Service Support Operations*, chapter 3, "Combat Service Support Command and Control," pp. 3-1 to 3-4 and chapter 5, "Deliberate Planning Process," pp. 5-1 to 5-16.
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## Issues for Consideration

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### **Logistics Preparation of the Battlefield**

What is logistics preparation of the battlefield and why is it critical to operational success?

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### **Functional Areas**

What are the six broad logistic functional areas?

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### **Relationships**

What is the relationship between the FSSG and other MEF and theater logistics organizations?

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### **Key Considerations**

What key considerations guide the task-organization of CSS assets to support the MEF concept of operations?

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### **Joint and Multinational Operations**

Joint command relationships and procedures give U.S. combatant commanders an entry position on which to base multinational relationships. Determine how multinational commanders attain control of logistics and for what the commander is responsible.

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### **Principles**

What are the seven principles of logistics/CSS?